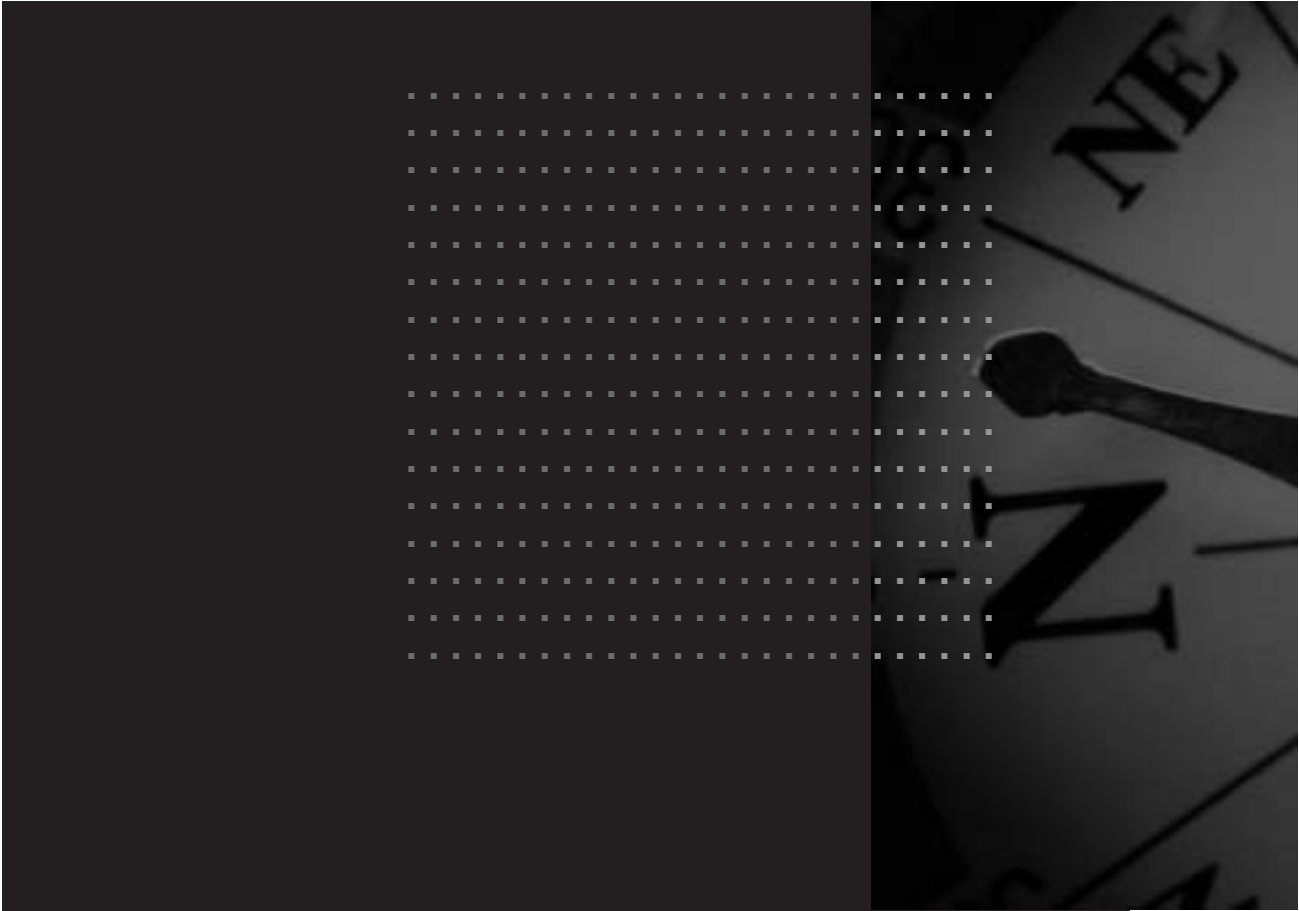
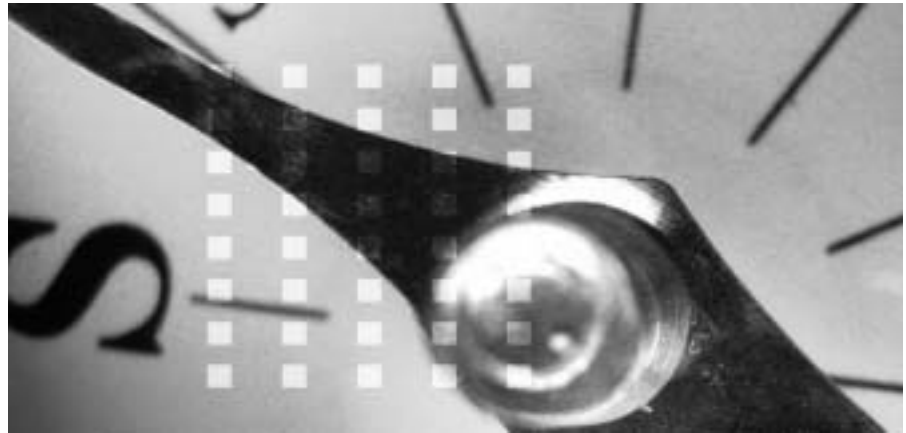


Strategic Plan

Miami-Dade County 





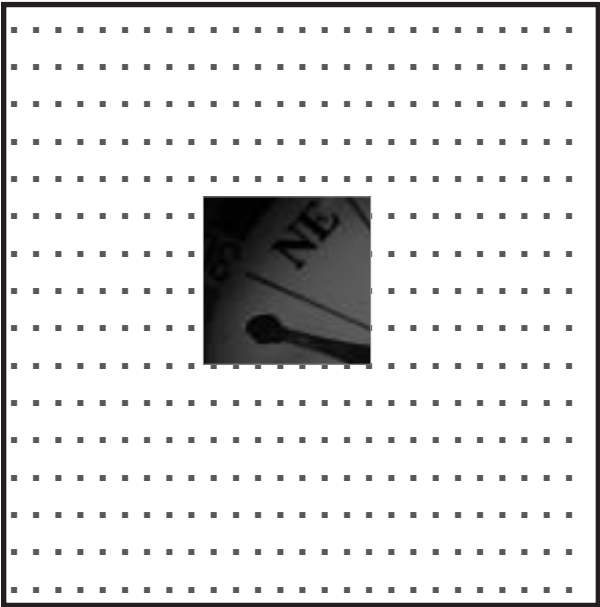
Economic Development *Component*

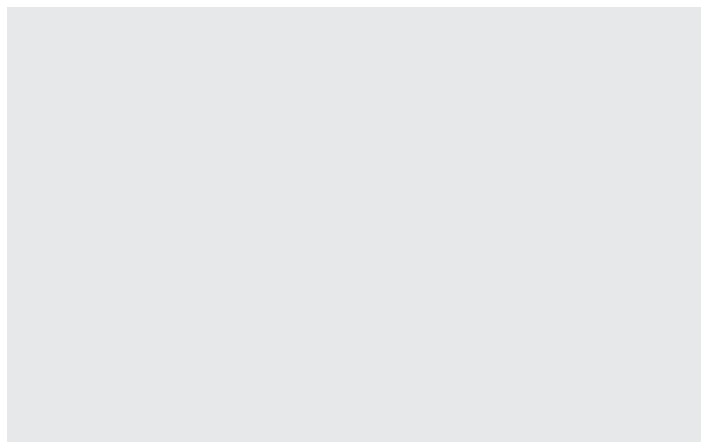
MIAMI-DADE COUNTY STRATEGIC PLAN



ECONOMIC DEVELOPMENT

“To expand and further diversify Miami-Dade County’s economy and employment opportunities, by promoting, coordinating, and implementing economic revitalization activities that reduce socio-economic disparity and improve the quality of life of all residents.”





Economic Development *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

Introduction

The Economic Development Strategic Area component of the Countywide Strategic Plan was developed based on the cornerstones of our strategic plan: Our Vision, Mission, Guiding Principles and Strategic Themes. These global statements were developed through an extensive outreach process and through identification of the strengths and weaknesses of our County government, and future trends that may impact our ability to provide services.

This section provides more detailed information on the County's Economic Development Strategic Area component of the Miami-Dade County Strategic Plan.

Economic Development *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

Background & Trends



We identified the trends and events that may impact our ability to provide or improve economic development services as well as the strengths and weakness of our County government to meet these challenges.

The Miami-Dade County economy has experienced considerable growth in recent years, with expansion in key industries. The economy has

become further diversified as well; of particular note is the steady growth in knowledge-based sectors. Increasing growth throughout the entire South Florida region has also led to increasing economic integration with Broward and Palm Beach Counties.

Miami-Dade County's rapid population growth and widespread poverty pose significant challenges,

including an ongoing need for job creation. Among economic development practitioners, there is a perception that the persistent gap between "haves" and "have nots" has led to increasing polarization in the community.

Finally, concerns have been raised over a decline in locally-based financial companies.

ECONOMIC DEVELOPMENT STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES IDENTIFIED

STRENGTHS

The County has well-developed programs for gathering community input on economic development initiatives. The County also has a sound plan for addressing the impact of incorporation on economic development programs.

CHALLENGES

Given past difficulties with implementation, the County continues to face skepticism from portions of the community. Additionally, continuing population growth and persistent low skill levels among residents will remain major challenges.

The goals, desired outcomes and strategies developed by the community and County staff in the Economic Development Strategic Area Plan build upon our strengths, address our weaknesses, and take advantage of the opportunities identified.

WEAKNESSES

Although a multitude of County departments and programs are devoted to economic development, cross-departmental coordination has traditionally been weak. Similarly, implementation of economic development plans has tended to lag, though there has been no shortage of planning efforts over the past twenty years.

OPPORTUNITIES

The County may be able to develop greater public support for economic initiatives, particularly by focusing on neighborhood-based needs. The use of new information technologies can provide increasing access to economic development information and resources. Finally, educational programs will lead to enhanced employment opportunities for residents.

Economic Development *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

Goals



GOAL

**ALLOCATE
MIAMI-DADE COUNTY
GOVERNMENT
RESOURCES IN
SUPPORT OF
ACTIVITIES THAT
INCREASE AND
DIVERSIFY JOBS
AND INCOMES
WHILE ELIMINATING
SOCIO-ECONOMIC
DISPARITIES IN
UNDERSERVED AREAS**

Several County departments offer programs aimed at attracting jobs in a diverse range of industries.

Departmental initiatives, largely dependent upon federal funding, include micro-loan and other financing programs, tax incentives, infrastructure projects, trade missions and trade development seminars, for example. The County's Community Workforce Program,

adopted in January 2003, requires County construction contractors to hire a minimum of 10% of their labor force from the Designated Target Areas (DTA) in which the construction project is located. Further aiding the County's efforts are partnerships with organizations such as the Beacon Council and local Chambers of Commerce. Additionally, the



County's Department of Planning and Zoning has prepared an Economic Element to the Comprehensive Development Master Plan, which establishes broad principles and guidelines for industrial and commercial development.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>How do you rate Miami-Dade County as a place to work?</i> (All Respondents)	42% Good 34% So-So 24% Poor
<i>How do you rate Miami-Dade County as a place to work?</i> (Respondents making less than \$25,000 per year)	32% Good 37% So-So 31% Poor
<i>How do you rate Miami-Dade County as having quality job opportunities?</i>	26% Good 32% So-So 42% Poor
<i>Miami-Dade County Government effectively promotes growth of business in the County</i>	35% Agree 32% Neither agree nor disagree 33% Disagree

Poverty, however, remains a major concern. Low educational and skill levels among significant segments of the population hamper the County's efforts to attract higher paying jobs to the area. Other factors limiting the ability of the County in this area include the decline in locally based financial companies and lengthy timelines and extensive federal requirements for community and economic development projects.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>Miami-Dade County Government encourages healthy and repeated tourism</i>	58% Agree 25% Neither agree nor disagree 17% Disagree
<i>Miami-Dade County Government attracts community enhancing companies to the County</i>	36% Agree 32% Neither agree nor disagree 32% Disagree
<i>Do you consider the lack of access to affordable housing a major problem, minor problem, or not a problem?</i> (Respondents making less than \$25,000 per year)	45% Major problem 22% Minor problem 33% Not a problem

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Increased number of businesses and employment opportunities in higher-paying, targeted industries (priority outcome)	<ul style="list-style-type: none"> ■ Provide and enhance performance-based incentives to local targeted industries. ■ Provide relief from impact and permit fees and postpone fee payment until loan closing for those projects that meet job creation, business development, and industry selective criteria as specified by the County. ■ Coordinate with the Beacon Council and other agencies to promote growth in targeted industries (including coordination with Greater Miami Convention and Visitors Bureau on updating the tourism master plan) 	<ul style="list-style-type: none"> ■ New businesses and jobs related to incentives/ coordinated effort to promote growth in targeted industries

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Increased number of county residents with the job skills to achieve economic self-sufficiency (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Coordinate with Health and Human Services Strategic Area to expand community employment training programs, including effective training programs for youth ■ Expand community employment training programs ■ Enhance services to low income residents seeking to achieve economic self-sufficiency ■ Compile comprehensive report on all youth employment and entrepreneurship programs for annual distribution at Miami-Dade County Public Schools ■ Establish County links to online job banks ■ Coordinate with private enterprise to maximize opportunities in the private sector 	<ul style="list-style-type: none"> ■ 75% successful placement of training program participants in employment within three years ■ 500 more youths participating in employment and entrepreneurship programs within two years ■ 10% of low income residents seeking to achieve economic self-sufficiency remaining self-sufficient, in accordance with Community Service Block Grant (CSBG) guidelines, after five years
Increased number of low to moderate income homeowners (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Continue providing low interest loans, down payments and closing cost assistance to low and moderate income home buyers ■ Continue to provide low interest construction financing and incentives to developers of affordable housing ■ Continue partnerships with local lenders and intermediaries to facilitate homeownership opportunities for low and moderate income homebuyers and protect these buyers against predatory lending practices ■ Pursue additional revenue sources to fund the County's affordable housing programs 	<ul style="list-style-type: none"> ■ 500 new loans to low and moderate income persons closed per year

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Increased international commerce	<ul style="list-style-type: none"> ■ Enhance and maintain the physical infrastructure to facilitate increased cargo movements through our ports (Coordinate with Transportation Strategic Area) ■ Coordinate with Airport and Seaport to promote international commerce through Sister Cities programs, etc. ■ Coordinate promotional strategies for Miami-Dade County with the Beacon Council ■ Provide incentives to businesses to pursue international commerce 	<ul style="list-style-type: none"> ■ 20% increase in international cargo tonnage over 4 years
Identification of emerging targeted industries	<ul style="list-style-type: none"> ■ Conduct periodic reviews to identify additional appropriate targeted industries ■ Coordinate with state and federal agencies to develop assistance/programs to access jobs related to Everglades restoration 	<ul style="list-style-type: none"> ■ Increase in number of jobs related to the Everglades and other environmental restoration projects
Greater cultural appeal of Miami-Dade County for businesses	<ul style="list-style-type: none"> ■ Create a capacity to attract national and international recreational and cultural events ■ Identify and promote cultural and recreational events and programs that make an area attractive to businesses 	<ul style="list-style-type: none"> ■ 80% of businesses rating Miami-Dade County as a culturally attractive area within three years
Resource maximization based on leveraging federal, state and other funds	<ul style="list-style-type: none"> ■ Better coordinate economic development grant writing and appropriations across County departments to leverage resources ■ Coordinate communication with and education of elected officials at all levels 	<ul style="list-style-type: none"> ■ 5% annual increase in number of new dollars generated for economic development programs

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Enhanced public reporting regarding funded activities	<ul style="list-style-type: none"> ■ Improve communication to the public regarding all economic development target area/focus area programs ■ Strengthen performance standards and monitoring for funded activities 	<ul style="list-style-type: none"> ■ 100% of programs with published evaluation systems within three years
Improved access to capital for small and minority businesses linked to meaningful technical assistance	<ul style="list-style-type: none"> ■ Establish comprehensive approach to link training and technical assistance to financing for small and minority businesses ■ Coordinate loan and venture capital programs that are structured to address requirements of small and medium size businesses, with emphasis on equity ■ Establish micro and small business mentorship program linked to the Greater Miami Chamber of Commerce 	<ul style="list-style-type: none"> ■ 40% of businesses trained subsequently receiving funding within three years



GOAL

LEAD THE COORDINATION OF ECONOMIC DEVELOPMENT ACTIVITIES THROUGHOUT MIAMI-DADE COUNTY

Since 1997, the County has exercised leadership in developing multiple economic development plans, studies and initiatives including, for example, the Mayor's Economic Summit I & II. Strong citizen participation policies and structures are in place for multiple economic development programs, notably the Community Development Block Grant program administered by the Office of



Community and Economic Development. A key initiative setting the example for other communities throughout the State was the passage of legislation in 1999 requiring that all County contractors pay their employees a living wage.

Historically, however, implementation has lagged

behind planning efforts, and there is widespread perception among the community that “nothing has happened.” Critical to success in this area will be improving coordination across County departments, including the development of shared technology resources to better track plan implementation and facilitate funding decisions.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>Miami-Dade County Government effectively develops low income/poor areas of the County</i>	23% Agree 32% Neither agree nor disagree 46% Disagree
<i>It is easy to express my opinion to the County government on matters that affect me</i>	28% Agree 34% Neither agree nor disagree 38% Disagree
<i>Miami-Dade County Government Communicates to residents on a timely basis regarding matters affecting them</i>	27% Agree 30% Neither agree nor disagree 43% Disagree

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Coordinated and effective economic and community development programs (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Consolidate economic development planning into one unified, proactive structure ■ Establish system to track economic development plan implementation ■ Establish public-private partnerships to promote economic development ■ Coordinate and streamline internal fund distribution system ■ Maximizing coordination with all municipalities, identify areas and industries where the County's assistance should be directed through a yearly review ■ Distribute County funds based on pre-established criteria including agency performance 	<ul style="list-style-type: none"> ■ Annual increase in number of economic and community development projects completed ■ Annual increase in number of jobs created in the community from economic and community development projects ■ 100% of funds distributed within programmatic budget cycle, within three years
Proactive involvement of communities in economic development efforts (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Liaise with local Community Development Coalitions ■ Liaise with local municipal economic development departments ■ Determine current and future potential business opportunities in neighborhoods and communities throughout the County ■ Match identified needs with available resources ■ Determine gaps that provide potential for business development 	<ul style="list-style-type: none"> ■ 80% of residents satisfied with community involvement process within two years ■ 100% of projects/programs having mechanism for community involvement within three years

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Better informed clients served by various assistance programs	<ul style="list-style-type: none"> ■ Require Community Development Corporations to provide consumer and credit education ■ Provide consumer and credit education information on County television and web site ■ Expand existing consumer education programs in County departments 	<ul style="list-style-type: none"> ■ 20% increase in clients reached by consumer/credit education programs within three years

Maximization of living wage opportunities for all Miami-Dade County residents

- Advocate among state, federal and municipal entities operating in Miami-Dade County for living wage standards, etc.
- Promote the benefits of living wages, etc., to the business community at large

- Increase in percentage of individuals earning a living wage in Miami-Dade County



**EXPAND
ENTREPRENEURIAL
DEVELOPMENT
OPPORTUNITIES WITHIN
MIAMI-DADE COUNTY**

The County recognizes that job growth occurs not only as a result of large-scale corporate relocations, but also through the development of local small and medium-sized businesses. Numerous County departments currently offer training and technical support programs for entrepreneurs. In particular, the Enterprise Community Center is uniquely positioned to be a single point of contact for business development and support; programs offered through the Center include the Entrepreneurial Training Institute.

As noted above, the greatest challenge facing the County in this area is persistent poverty along with low educational and skill levels among large segments of the population. Concerns have also been expressed regarding the availability of credit.



2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>Miami-Dade County Government effectively promotes growth of business in the County</i>	35% Agree 32% Neither agree nor disagree 33% Disagree

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Organizations empowered with the technical and management capacity to succeed (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Increase education, training and technical assistance programs to business organizations by enhancing the capacity of the Enterprise Community Center to support the required education and training ■ Develop the Enterprise Community Center as a single point of contact for all business development and support ■ Provide regular, ongoing workshops throughout the community ■ Evaluate, rank and enhance the ability of County-funded agencies to meet education and training needs ■ Promote the availability of education, training and technical assistance programs for business organizations ■ Define minimum program requirements to provide basic entrepreneurial skills 	<ul style="list-style-type: none"> ■ 20 existing and start-up businesses and agencies trained by the County per year that remain in business after two years
Increase in start-ups of new businesses	<ul style="list-style-type: none"> ■ Evaluate new business incubator needs and determine criteria for promotion out of the program ■ Promote incubators for new business development (space, management, etc.) regionally throughout the County 	<ul style="list-style-type: none"> ■ 10 new incubated businesses that survive at least two years
Higher leveraging of County programs' financial resources with private sector financing	<ul style="list-style-type: none"> ■ Enhance and promote County-driven loan guarantee programs that would contribute to reducing the financial risk to private sector financing entities 	<ul style="list-style-type: none"> ■ 10% increase in the number and dollar amount of mortgage and business loans in minority and other at-risk communities



GOAL

CREATE A MORE BUSINESS-FRIENDLY ENVIRONMENT IN MIAMI-DADE COUNTY



Creation of a business-friendly environment entails both infrastructure improvements, particularly in underserved areas of the County, and enhanced customer service for regulated firms and other business customers of the County. Although the Comprehensive Development Master Plan contains significant information regarding necessary infrastructure

improvements, resident survey respondents expressed a high degree of dissatisfaction with the County's efforts to develop low-income areas. Satisfaction levels with the County's customer service were mixed, though it must be noted that representatives of the business community were not specifically targeted in the survey.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>How do you rate development and land use/zoning in your neighborhood?</i> (Respondents making less than \$25,000 per year)	46% <i>Good</i> 27% <i>So-So</i> 26% <i>Poor</i>
<i>Do you consider the amount of run-down houses and buildings in your neighborhood a major problem, minor problem, or not a problem?</i> (Respondents making less than \$25,000 per year)	14% <i>Major Problem</i> 27% <i>Minor Problem</i> 59% <i>Not a Problem</i>
<i>Do you consider the amount of vacant lots or abandoned properties in your neighborhood a major problem, minor problem, or not a problem?</i> (Respondents making less than \$25,000 per year)	17% <i>Major Problem</i> 28% <i>Minor Problem</i> 54% <i>Not a Problem</i>
<i>When I contacted the County, the employees went the extra mile to get my issue heard and resolved</i>	33% <i>Agree</i> 20% <i>Neither agree nor disagree</i> 47% <i>Disagree</i>
<i>When I contacted the County, the employees that assisted me were courteous and professional</i>	52% <i>Agree</i> 19% <i>Neither agree nor disagree</i> 29% <i>Disagree</i>
<i>Overall, my level of satisfaction with this interaction with the County was...</i>	47% <i>Satisfied</i> 20% <i>Neither satisfied nor dissatisfied</i> 33% <i>Dissatisfied</i>

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Improved infrastructure and redevelopment to attract businesses to underserved and distressed areas <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Develop a Countywide infrastructure plan, including streets and highways, water and sewer capacity, drainage, fire flow and high technology with a focus on existing, identified economic development areas ■ Identify necessary funding strategy to fully implement the plan ■ Facilitate adequate supplies of residential, commercial and industrial land ■ Identify and improve aesthetics in neglected areas (Coordinate with Neighborhood and Unincorporated Area Municipal Services Strategic Area) 	<ul style="list-style-type: none"> ■ Development of Countywide infrastructure, land supply and affordable housing plan within one year
Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Use technology to provide ease of access ■ Review existing regulations for bottlenecks ■ Provide information and benchmarks to the community regarding the performance of County regulatory processes as compared to other jurisdictions ■ Facilitate entities doing business with Miami-Dade County ■ Implement customer service training for County economic development agencies ■ Enhance access to business development services (e.g. certification, registration, licensing, etc.) at government facilities including Team Metro offices 	<ul style="list-style-type: none"> ■ 80% of businesses satisfied or very satisfied with the County's business processes within two years

Economic Development *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

The Development Process



The development of the Strategic Area Plan for Economic Development included the participation of Community Planning Team members that worked with County staff in guiding the project through completion:

Ronald Berkman,
Dean
Florida International
University

Elaine Black
Executive Director
Tools for Change

Ringo Cayard
Executive Director
Haitian American
Foundation

Ron Frazier
Chairman,
Business Assistance Center
Funding Corporation

Kathleen Gordon
President
Micro Business USA

Frank Hall, Jr.
Chairman
North Dade Federal
Credit Union

John Hall
President/CEO
Peoples Bank of Commerce

John Ise
Coordinator
South Florida Community
Development Coalition

Ann Kashmer
First Vice President
Washington Mutual Bank

Jerry Kolo, Ph.D.
Florida Atlantic University

Peter McDougal
Florida Director
Center for Community
Development Enterprise,
Citigroup

Frank Nero
President & CEO
Beacon Council

Peter Roulhac
*Vice President and Director
of Community
Development,*
First Union National Bank

William D. Talbert III
President
Greater Miami Convention
& Visitors Bureau

Melvin Wolf
Town Attorney
Town of Medley



These individuals provided the leadership and community expertise needed to make the Economic Development Strategic Area Plan a success by:

- Providing communications linkages to the organizations they worked with every day and with members of their community
- Interacting with the strategic planning team composed of County staff and with the planning and communications consultants for the project

- Providing necessary input throughout the strategic planning process, and interfacing with staff to help develop specific goals, strategies, and objectives within the Economic Development Strategic Area

Working together these teams identified strengths and weaknesses, opportunities, challenges and future trends affecting economic development in Miami-Dade County, drafted an Economic Development mission statement, and drafted preliminary strategic goals. Also

critical to the process were the existing plans and initiatives within the County, as much work had already been accomplished in the Economic Development Strategic Area, including for example:

- The Mayor's Economic Summit
- Urban Economic Revitalization Plan for Designated Targeted Urban Areas
- Miami-Dade County Consolidated Plans and Annual Action Plans, Office of Community and Economic Development

Economic Development *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

